

Village of Key Biscayne

Hurricane Plan

Village Website Edition

May 2010



**Update of the
November 2006
Hurricane Plan**

Section I

HURRICANE BASIC PLAN

I. PURPOSE.

- A. This plan is intended to establish procedural guidelines for Village of Key Biscayne personnel regarding hurricane preparations and operational activities.
- B. The operational activities include both, "during storm status" and "after storm status."
- C. The procedures in place must be properly documented for accountability and reimbursement purposes.
- D. These procedures are established to protect lives, minimize storm-related damage, and to facilitate recovery operations and restoration.
- E. These procedures are established with the understanding that the totality of circumstances allow for this plan to be flexible, in order to protect lives and property.
- F. To identify Village of Key Biscayne officials who are responsible for the implementation of this Hurricane Plan.
- G. The Plan gives primary consideration to those actions necessary to protect all operational personnel and departmental property.
- H. Establishes procedure to minimize storm-related damage to Village property, to protect the lives of personnel and facilitate recovery and adequate documentation for reimbursement.
- I. Identify individuals responsible for fulfilling actions listed in the Plan.

II. POLICIES.

- A. All Village of Key Biscayne Departments and Divisions will complete their pre-hurricane preparedness tasks by June 1st of each year.
- B. During emergencies, Departments will receive direction from the Village of Key Biscayne Emergency Operations Center.
- C. The decision of any resident of the Village of Key Biscayne to remain at home, or go to a shelter, is his/her responsibility. The Village and its Departments will not decide for the individual. Residents should adhere to the Emergency Broadcast recommendations affecting their immediate area or residency.
- D. Residents coming to Village facilities seeking shelter from the storm will be directed to the nearest designated Red Cross shelter. Village of Key Biscayne facilities are not designated shelters or facilities of refuge.

- E.** The Village of Key Biscayne Departments and Divisions, will not assist residents/homeowners in boarding up their homes, moving outside items, etc.
- F.** During a Hurricane Watch, Village personnel are advised to protect their family and personal property as soon as possible.
- G.** Village of Key Biscayne personnel will be subject to immediate recall during an emergency if necessary.
- H.** Village of Key Biscayne personnel will obtain and wear proper safety clothing and equipment.
- I.** Each employee is personally responsible for returning all equipment issued to them prior/during/after the storm to the issuing authority.
- J.** The Village's Public Information Officer (PIO) will coordinate press statements/releases with the Village Manager and the Emergency Operation Center (EOC), and will be responsible for disseminating information to the public and media.

III. SITUATION.

- A.** Hurricane season extends from JUNE 1 through NOVEMBER 30th. The Village of Key Biscayne is subject to storm surge as are all coastal communities, as well as high winds, torrential rains, and storm spawned tornadoes pose a very real threat to the area. Winds of a major hurricane and/or tornado may affect more substantial structures.
- B.** The potential for storm related injuries, structural damage, loss of power and water, and debris-laden streets, will burden the resources of the Village. These factors dictate the importance of effective Pre-Storm planning and efficient Post-Storm Response.

IV. RESPONSIBILITIES.

A. GENERAL EMERGENCY MANAGEMENT RESPONSIBILITIES.

- 1. All Village Departments/Divisions will:
 - Participate in the Village's emergency management program.
 - Maintain the Comprehensive Emergency Management Plan (CEMP).
 - Assign designated personnel with decision-making authority for the Department/Division to staff EOC positions during an emergency.

B. SPECIFIC PRE-POST RESPONSIBILITIES.

- 1. All Village Departments/Divisions will:
 - Develop, maintain a Department/Division hurricane plan, as approved.
 - Maintain and perform their hurricane task sheet.
 - Complete pre-season preparedness tasks by June 1 of each year.
 - Complete their "Watch Tasks" when a watch is declared.
 - Complete their "Warning Tasks" when a warning is declared.
 - Complete their "Landfall Tasks" and "Recovery Tasks" should a storm impact the Village.
 - Forward completed task sheets to the Emergency Manager no later than:
 - Preparedness June 1.

- Watch prior to Warning.
- Warning prior to Landfall.
- Landfall and Recovery ASAP.

V. VILLAGE OPERATIONS.

A. PREPAREDNESS (PRE-SEASON ACTIVITIES).

1. Planning and preparation are essential parts in the formulation of operating procedures designed to respond in a hurricane emergency. Village of Key Biscayne Departments/Divisions must continually update their Hurricane Plan, accounting for changes in organization, budget, and personnel assignments. Preparedness activities must be completed in a timely and efficient manner in order to maximize the state of readiness.
2. As of June 1st (the beginning of the hurricane season) Departments, and Division should have completed all pre-season activities.

B. HURRICANE SEASON ACTIVITIES: WATCH AND WARNING.

1. Hurricane Watch.
 - a. A “Hurricane Watch” means a hurricane may threaten the area within 36 hours.
 - b. When a “Watch” has been issued, all Village Departments/Divisions will initiate and complete their Watch Tasks by the end of the business day. Preparation should be taken in advance if the Watch is expected towards the end of the day or evening hours.
 - c. Each Department/Division will provide the Village Emergency Management Coordinator/EOC with a status report indicating the completion or status of their Watch Tasks by the end of the business day.
2. Hurricane Warning.
 - a. A “Hurricane Warning” means a hurricane is expected to strike the area within 24 hours. Hurricane conditions include winds of 74 miles per hour (64 knots) or greater.
 - b. When a “Warning” has been issued, all Village Departments/Divisions will initiate and complete their Warning Tasks by the end of the business day.
 - c. Each Department/Division will provide the Village Emergency Management Coordinator/EOC with a status report indicating the completion or status of their warning tasks by the end of the business day.
 - d. When this condition is declared for the Key Biscayne area, the Village Manager, or designee, shall make a declaration regarding Village wide closure. With closure, all persons within the respective Departments/Divisions will be instructed to leave their workstations except those assigned duties in this plan. Following completion of those protective duties, all persons, except pre-identified essential personnel, should leave.

C. EOC ACTIVATION.

1. The Emergency Management Coordinator (EMC) will advise the Village Emergency Manager (EM) who will make a determination as to whether the EOC should be activated.

2. When the EOC is activated, designated Department/Division personnel will be notified upon the request from the EM. All Departments/Divisions will staff their designated positions.
3. Recovery operations personnel will also be notified that the EOC has been activated and told that they are expected to report to EOC during recovery operations after the storm.
4. The EM will initiate and follow the Village's EOC activation checklist.

D. HURRICANE CRISIS ACTION TEAM.

1. The Village Emergency Manager may establish a "Hurricane Crisis Action Team (HCAT)" to oversee the Village's preparedness, watch, warning, and response tasks. The HCAT is chaired by the Village EM.
2. The EM will establish a meeting schedule.
3. See Attachment A for a checklist of HCAT tasks.
4. The HCAT is comprised of key Village Department/Division Managers/Directors.

E. LANDFALL AND RAPID DAMAGE ASSESSMENT.

1. During the storm only essential personnel with specific duties under this plan may be on Village property.
2. The performance of a Village wide damage assessment within the first few hours after a significant event is critical to the recovery efforts of the Village.
 - The Village EM must be able to identify life-threatening situations and imminent hazards in order to prioritize responses, allocate resources, and request assistance from mutual aid partners as well as seek aid from state and federal sources.
3. The Fire Department is the lead agency in the performance of the initial Village wide damage assessment. The Village Fire Station will serve as a Rapid Damages Assessment Taskforce (RDAT) base of operations throughout the six (zones/sectors) Divisions of the Village of Key Biscayne.
 - The Police and Public Works Departments will assist as needed in the initial Village wide damage assessment and will provide staff to each RDAT as requested.
4. The Village EM will collect and summarize damage assessment reports.
5. The Village's Fire Station will house the RDATs. They will be made up of a minimum of: 1- Fire Suppression Unit; 1- Ambulance; 1- Police Squad; 1- Front end loader.
6. The RDAT will follow the procedures maintained by the Fire Department and will report damages and situations on a periodic basis to the EOC.

F. RESPONSE AND RECOVERY.

1. As soon as practical after the storm has passed and travel on the public roadways is safe, the Village will begin its recovery operations. This will include building and grounds damage assessments, clean-up and repair and where necessary, and activation of Departmental Continuity of Operations Plans (COOP) if required.

2. Response and Recovery Responsibilities for all Village Departments/Divisions are as follows:
 - Compile and consolidate damage reports and other data following the event.
 - Initiate recommendations for enactment or repeal of procedures, or extension of emergency resolutions, ordinances, and orders.
 - Recommend and implement an economic recovery program focusing on local community needs.
 - Recommend zoning changes in damaged areas.
 - Recommend land areas and land-use types that will receive priority in the recovery and reconstruction process.
 - Recommend procedural changes for non-vital regulations and development standards to reduce reconstruction time.
 - Initiate recommendations for relocation and acquisition of property in damage areas.
 - Initiate a property owner notification program to inform nonresident property owners of damages incurred to their property and any post disaster requirements or restrictions imposed by local authorities.
 - Evaluate damaged public and private facilities and take appropriate and necessary action to mitigation, secure or demolish.
 - Participate in the preparation of a community redevelopment plan.
 - Make recommendations for new ordinances, plans, codes, and/or standards to assist in recovery from future disasters.
3. Village Departments/Divisions, Agencies and Organizations will be assigned to lead specific recovery functions as per the Recovery Incident Action Plan. Each “primary” agency will be responsible for coordinating the implementation of their recovery function (RF) and will be responsible for identifying the resources (support departments and organizations) within the RF that will accomplish the post disaster activities.
4. A Recovery Planning Unit is established in the Village EOC to begin the drafting of a “Recovery Incident Action Plan (RIAP)” for use by a Village Recovery Task Force. The RIAP is based on situation, damage and impacts assessments developed by the EOC Planning Section.
5. As the emergency response phase stabilizes, the EMC will recommend to the Village Emergency Manager the activation of the Recovery Task Force as necessary.
6. The Village Recovery Task Force (VRTF) as established by the Village Manager is comprised of the following (See #4 above.):
 - Attorney, Village
 - Building, Zoning and Planning
 - Clerk, Village
 - Council, Village
 - Emergency Management Coordinator
 - Finance and Administrative Services
 - Fire Rescue
 - Manager, Village Emergency
 - Mayor
 - Police
 - Public Works Department
 - Recreation Department
 - Risk Management
7. The responsibilities of the VRTF are:

- Oversee the recovery and reconstruction process, and to serve as an advisory body to the Village Manager.
- Identify mitigation opportunities and identify recovery resources.
- Ensure coordination of the recovery process.

G. LABOR, SUPPLIES AND EQUIPMENT COST ACTIVITY SUMMARY REPORTS.

1. All Departments and Divisions must provide a labor supplies and equipment summary report for each day containing: date, employee name, classification and title by the Department/Division to the EMC for review and forwarding.
2. All Departments and Divisions must provide an equipment and supplies summary report for each day containing:
 - Date of the equipment use.
 - Equipment type and inventory number.
 - Name of the employee working the equipment, classification, and title.
 - Time the equipment went out.
 - Time the equipment came in.
 - Total hours used.
 - Miles the equipment went out, miles in, and total miles used.
 - Description of supplies used.
3. All Departments and Divisions are directed to use the instructions, templates and spreadsheets provided by Finance Department to compute their daily reports.

H. PREPAREDNESS, RESPONSE AND RECOVERY PURCHASE REQUESTS.

1. In preparation for an event, Departments/Divisions will use account # 001.8500.525.520 for all necessary purchases directly related to the storm. In order to readily identify these purchases, all requisitions must state "EMERGENCY PREPAREDNESS".
2. All recovery purchases are to be charged to the FEMA Fund 113 and its appropriate account. All purchase requisitions must state "EMERGENCY RECOVERY".

VI. ATTACHMENTS.**A. HURRICANE CRISIS ACTION TEAM MEETING AGENDAS.**

1. Preparedness.
2. Watch.
3. Warning.
4. Landfall.
5. Recovery.

B. GENERIC HURRICANE PROCEDURES TIME LINE: ACTIONS AND ITEMS TO CONSIDER.

- C. COMPUTER/TELEPHONE PROTECTION CHECKLIST.**
- D. RECOVERY ACTION TEAM SOP.**
- E. DEPARTMENT/DIVISION PROPERTY AND EQUIPMENT MITIGATION AND RECOVERY PLAN.**

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Attachment A-1
PREPAREDNESS AGENDA

HURRICANE CRISIS ACTION TEAM (CAT) MEETING AGENDA

Date: _____

Members	
<input type="checkbox"/> Attorney, Village	<input type="checkbox"/> Fire Rescue
<input type="checkbox"/> Building, Zoning and Planning	<input type="checkbox"/> Manager, Village Emergency
<input type="checkbox"/> Clerk, Village	<input type="checkbox"/> Mayor
<input type="checkbox"/> Council, Village	<input type="checkbox"/> Police
<input type="checkbox"/> Emergency Management Coordinator	<input type="checkbox"/> Public Works Department
<input type="checkbox"/> Finance and Administrative Services	<input type="checkbox"/> Recreation Department
<input type="checkbox"/> Risk Management	

Level Status of Storm Emergency	
<input checked="" type="checkbox"/> Preparedness	<input type="checkbox"/> Landfall
<input type="checkbox"/> Watch	<input type="checkbox"/> Recovery
<input type="checkbox"/> Warning	

Item/Issue	Responsibility	Notes
1. Opening Comments	Village Manager	
2. Meteorological Forecast	EMC	
3. Review, status of Village CEMP <ul style="list-style-type: none"> All Departments/Divisions have reviewed? 	EMC	
4. Status of Departments/Divisions Hurricane Plans <ul style="list-style-type: none"> All Departments/Divisions plans updated? All Departments/Divisions staff trained on plans? 	EMC	
5. Status of Departments/Divisions Preparedness tasks (reference Departments/Divisions Hurricane Task Sheets) <ul style="list-style-type: none"> Reports by Departments/Divisions 	EMC All Departments/Divisions	
6. Status of M-D County preparedness	EMC	
7. Status of School Board preparedness	EMC	
8. Status of Continuity of Government Plans (COOP) <ul style="list-style-type: none"> Emergency Chain of Authority 	Village Manager	

10 Hurricane Plan
May 2010

Attachment A-2
WATCH AGENDA

HURRICANE CRISIS ACTION TEAM (CAT) MEETING AGENDA

Date: _____

Members	
<input type="checkbox"/> Attorney, Village	<input type="checkbox"/> Fire Rescue
<input type="checkbox"/> Building, Zoning and Planning	<input type="checkbox"/> Manager, Village Emergency
<input type="checkbox"/> Clerk, Village	<input type="checkbox"/> Mayor
<input type="checkbox"/> Council, Village	<input type="checkbox"/> Police
<input type="checkbox"/> Emergency Management Coordinator	<input type="checkbox"/> Public Works Department
<input type="checkbox"/> Finance and Administrative Services	<input type="checkbox"/> Recreation Department
<input type="checkbox"/> Risk Management	

Level Status of Storm Emergency	
<input type="checkbox"/> Preparedness	<input type="checkbox"/> Landfall
<input checked="" type="checkbox"/> Watch	<input type="checkbox"/> Recovery
<input type="checkbox"/> Warning	

Item/Issue	Responsibility	Notes
1. Opening Comments	Village Manager	
2. Meteorological Situation <ul style="list-style-type: none"> All Village Employees to Monitor Weather Reports 	EMC	
3. Review CEMP Emergency Roles	EMC	
4. Departments/Divisions Hurricane Plans Activated <ul style="list-style-type: none"> All Departments/Divisions Conduct General Staff Readiness Meetings 	EMC	
5. Departments/Divisions Complete "Watch" Tasks (Reference Departments/Divisions Hurricane Task Sheets) <ul style="list-style-type: none"> Reports By Departments/Divisions 	EMC All Departments/Divisions	
6. Unmet Village Facility Issues	All Departments/Divisions	
7. Village Equipment Issues	All Departments/Divisions	
8. M-D County Known and Expected Actions	EMC	
9. School Board Known and Expected	EMC	

Item/Issue	Responsibility	Notes
Actions		
10. Governor's Executive Order	EMC	
11. Review Legal Issues <ul style="list-style-type: none"> Declaration of State of Local Emergency Evacuation Order Curfew Order Prohibition On Price-Gouging Unfair/Deceptive Trade Acts/Practices 	Village Attorney	
12. Review Continuity of Government <ul style="list-style-type: none"> Emergency Chain of Authority Succession Line of Succession Departments/Divisions Heads 	Village Manager	
13. Financial Issues	Finance	
14. Procurement Issues	Finance	
15. Review Finance Department Record Keeping Rules	Finance	
16. Village Employee Issues <ul style="list-style-type: none"> All Leave Canceled? Allow Employees to Prepare Home/Family 	Human Resources Village Manager All Departments/Divisions	
17. Activation of EOC <ul style="list-style-type: none"> Activation Level; EOC Staffing 	Village Manager/EMC	
18. Watch Alerts to Citizens <ul style="list-style-type: none"> Watch Alerts to Special Needs Citizens 	Village Manager/EMC/PIO	
19. Media/PIO Issues/Decisions <ul style="list-style-type: none"> Issue Public Information Watch Statements 	Village Manager/PIO	
20. Review of Generic Hurricane Procedures Time Line: Actions and Items to Consider <ul style="list-style-type: none"> Any Unmet Needs? 	EMC All Departments/Divisions	

Attachment A-3

WARNING AGENDA

HURRICANE CRISIS ACTION TEAM (CAT) MEETING AGENDA

Date: _____

Members	
<input type="checkbox"/> Attorney, Village	<input type="checkbox"/> Fire Rescue
<input type="checkbox"/> Building, Zoning and Planning	<input type="checkbox"/> Manager, Village Emergency
<input type="checkbox"/> Clerk, Village	<input type="checkbox"/> Mayor
<input type="checkbox"/> Council, Village	<input type="checkbox"/> Police
<input type="checkbox"/> Emergency Management Coordinator	<input type="checkbox"/> Public Works Department
<input type="checkbox"/> Finance and Administrative Services	<input type="checkbox"/> Recreation Department
<input type="checkbox"/> Risk Management	

Level Status of Storm Emergency	
<input type="checkbox"/> Preparedness	<input type="checkbox"/> Landfall
<input type="checkbox"/> Watch	<input type="checkbox"/> Recovery
<input checked="" type="checkbox"/> Warning	

Item/Issue	Responsibility	Notes
1. Opening Comments	Village Manager	
2. Meteorological Situation <ul style="list-style-type: none"> All Village Employees to Monitor Weather Reports 	EMC	
3. Review CEMP Emergency Roles	EMC	
4. Departments/Divisions Hurricane Plans Activated	EMC	
5. Departments/Divisions Complete "Warning" Tasks (Reference Departments/Divisions Hurricane Task Sheets) <ul style="list-style-type: none"> Reports By Departments/Divisions 	EMC All Departments/Divisions	
6. Unmet Village Facility Issues	All Departments/Divisions	
7. Village Equipment Issues	All Departments/Divisions	
8. M-D County Known and Expected Actions	EMC	
9. School Board Known and Expected Actions	EMC	
10. Governor's Executive Order	EMC	

Item/Issue	Responsibility	Notes
11. Review Legal Issues <ul style="list-style-type: none"> • Declaration of State of Local Emergency • Evacuation Order • Curfew Order • Prohibition On Price-Gouging • Unfair/Deceptive Trade Acts/Practices 	Village Attorney	
12. Review Continuity of Government <ul style="list-style-type: none"> • Emergency Chain of Authority • Succession • Line of Succession, Departments/Divisions Heads 	Village Manager	
13. Financial Issues	Finance	
14. Procurement Issues	Finance	
15. Review Finance Department Record Keeping Rules	Finance	
16. Village Employee Issues <ul style="list-style-type: none"> • Dismiss Employees? 	Human Resources Village Manager	
17. EOC Activated <ul style="list-style-type: none"> • Activation Level; EOC Staffing • EOC Linked to, Monitoring Departments/Divisions Field Activities • Warning Alerts to Citizens • Warning Alerts to Special Needs Citizens 	Village Manager/EMC EMC All Departments/Divisions Village Manager/EMC/PIO	
18. Media/PIO Issues/Decisions <ul style="list-style-type: none"> • Issue Public Information Warning Statements 	Village Manager/PIO	
19. Review of Generic Hurricane Procedures Time Line: Actions and Items to Consider <ul style="list-style-type: none"> • Any Unmet Needs? 	EMC All Departments/Divisions	

Attachment A-4
LANDFALL AGENDA

HURRICANE CRISIS ACTION TEAM (CAT) MEETING AGENDA

Date: _____

Members	
<input type="checkbox"/> Attorney, Village	<input type="checkbox"/> Fire Rescue
<input type="checkbox"/> Building, Zoning and Planning	<input type="checkbox"/> Manager, Village Emergency
<input type="checkbox"/> Clerk, Village	<input type="checkbox"/> Mayor
<input type="checkbox"/> Council, Village	<input type="checkbox"/> Police
<input type="checkbox"/> Emergency Management Coordinator	<input type="checkbox"/> Public Works Department
<input type="checkbox"/> Finance and Administrative Services	<input type="checkbox"/> Recreation Department
<input type="checkbox"/> Risk Management	

Level Status of Storm Emergency	
<input type="checkbox"/> Preparedness	<input checked="" type="checkbox"/> Landfall
<input type="checkbox"/> Watch	<input type="checkbox"/> Recovery
<input type="checkbox"/> Warning	

Item/Issue	Responsibility	Notes
1. Opening Comments	Village Manager	
2. Initial Damage Reports	EMC	
3. CEMP <ul style="list-style-type: none"> Review Schedule of Emergency Functions, Which Ones Needed? Emergency Response Objectives 	EMC Village Manager/All Departments/Divisions Village Manager/EMC	
4. Status of Departments/Divisions Tasks (Reference Departments/Divisions Hurricane Task Sheets) <ul style="list-style-type: none"> Status of Departments/Divisions Response Activities 	EMC	
5. M-D County Known and Expected Actions	EMC	
6. School Board Known and Expected Actions	EMC	
7. State and Federal Known and Expected Actions	EMC	
8. Governor's Executive Order	EMC	
9. Legal Issues <ul style="list-style-type: none"> Declaration of State of Local 	Village Attorney	

Item/Issue	Responsibility	Notes
Emergency <ul style="list-style-type: none"> Evacuation Order Curfew Order Prohibition On Price-Gouging Unfair/Deceptive Trade Acts/ Practices 		
10. Continuity of Government <ul style="list-style-type: none"> Emergency Chain of Authority Succession Line of Succession, Departments/ Divisions Heads 	Village Manager	
11. Financial Issues	Finance	
12. Procurement Issues	Finance	
13. Review Finance Department Record Keeping Rules	Finance	
14. Village Employee Issues <ul style="list-style-type: none"> Employees Home Or Secure Recall of Essential Employees, When? 	Human Resources All Departments/Divisions Village Manager	
15. Village Equipment Issues	All Departments/Divisions	
16. EOC Activated <ul style="list-style-type: none"> EOC Staffing EOC Linked to Monitoring Departments/ Divisions Field Activities 	Village Manager/EMC EMC All Departments/Divisions	
17. Media/PIO Issues/Decisions <ul style="list-style-type: none"> Issue Emergency Information, Instruction Statements 	Village Manager/PIO	
18. Review of Generic Hurricane Procedures Time Line: Actions and Items to Consider <ul style="list-style-type: none"> Any Unmet Needs? 	EMC All Departments/Divisions	

Attachment A-5
RECOVERY AGENDA

HURRICANE CRISIS ACTION TEAM (CAT) MEETING AGENDA

Date: _____

Members	
<input type="checkbox"/> Attorney, Village	<input type="checkbox"/> Fire Rescue
<input type="checkbox"/> Building, Zoning and Planning	<input type="checkbox"/> Manager, Village Emergency
<input type="checkbox"/> Clerk, Village	<input type="checkbox"/> Mayor
<input type="checkbox"/> Council, Village	<input type="checkbox"/> Police
<input type="checkbox"/> Emergency Management Coordinator	<input type="checkbox"/> Public Works Department
<input type="checkbox"/> Finance and Administrative Services	<input type="checkbox"/> Recreation Department
<input type="checkbox"/> Risk Management	

Level Status of Storm Emergency	
<input type="checkbox"/> Preparedness	<input type="checkbox"/> Landfall
<input checked="" type="checkbox"/> Watch	<input checked="" type="checkbox"/> Recovery
<input type="checkbox"/> Warning	

Item/Issue	Responsibility	Notes
1. Opening Comments	Village Manager	
2. Damage and Disaster Impact Reports	EMC	
3. Status of Departments/Divisions Tasks (Reference Departments/Divisions Hurricane Task Sheets) • Status of Departments/Divisions Recovery Activities	EMC	
4. M-D County Known and Expected Actions	EMC	
5. School Board Known and Expected Actions	EMC	
6. State and Federal Known and Expected Actions • Federal/State Damage Assessment Schedule	EMC	
7. Governor's Executive Order Status EMC	EMC	
8. Legal Issues • Curfew Order	Village Attorney	

Item/Issue	Responsibility	Notes
<ul style="list-style-type: none"> Prohibition On Price-Gouging Unfair/ Deceptive Trade Acts/ Practices 		
9. Financial Issues	Finance	
10. Procurement Issues	Finance	
11. Review Finance Department Record Keeping Rules	Finance	
12. Village Employee Issues <ul style="list-style-type: none"> Recall of Essential Employees, When? Other Employees Report to Work, When? 	Human Resources Village Manager	
13. Village Facility Status	All Departments/Divisions	
14. Equipment Issues	All Departments/Divisions	
15. EOC De-Activated, When?	Village Manager/EMC	
16. Establishment of Village Recovery Action Team <ul style="list-style-type: none"> Review Schedule of Recovery Functions, Which Ones Needed? Recovery Objectives Membership, Meeting Schedule 	Village Manager Village Manager/All Departments/Divisions Village Manager/EMC Village Manager	
17. Media/PIO Issues/Decisions <ul style="list-style-type: none"> Issue Recovery Information, Instruction Statements 	Village Manager/PIO	
18. Review of Generic Hurricane Procedures Time Line: Actions and Items to Consider <ul style="list-style-type: none"> Any Unmet Needs? 	EMC All Departments/Divisions	

Attachment B

GENERIC HURRICANE PROCEDURES TIME LINE

ACTIONS AND ITEMS TO CONSIDER

Note: The following tasks have been compiled and distilled from dozens of County and Village hurricane time delineation schedules and tasks. This list serves as a compendium of “likely tasks” based on previous real world experiences by local governments. Any disaster will always be “situational”. This list is not intended to be the complete list or the final authority of tasks and actions. This list is intended to be used as a “memory jogger” guide. It is anticipated that additional issues and tasks will emerge and will be added to this list.

A. HURRICANE FACTS AND RULE OF THUMB.

- ☐ 1. Evacuation and sheltering should be complete before the arrival of the leading edge of sustained 39 mph winds (ck 39 mph radius on advisory)
- ☐ 2. Average Evacuation time for Miami-Dade County In CAT 1 = 12 hours
- ☐ 3. August error for NHC is 50 miles/12 hour (use this during analysis projection)
- ☐ 4. Mandatory evacuations will not be effected around peak traffic hours or night hours
- ☐ 5. At Level 2 OEM, EOC Activation, send Village Rep (Lieutenant or Captain)
 - At Level 3 and above, send a decision maker (CFO or above)
- ☐ 6. Bridges: FDOT or Dade Co. Go to lockdown 8 hours prior to arrival of 39 mph winds.
- ☐ 7. Intercoastal Bridges will only open on the hour, prior to lockdown.
- ☐ 8. Blockage of water flow in Miami River due to debris or sunk boats will lead to serious flooding at MIA, Key Biscayne, etc.
- ☐ 9. Declaration of emergency for Key Biscayne is key to state mutual aid, \$, and support. County declaration will include Key Biscayne's.
- ☐ 10. Average rainfall estimate = speed of storm divided by 100.

B. PRE-STORM ACTIVITIES: 5 DAYS TO 72 HOURS.

- ☐ 1. Activate storm tracking and assessment system.
- ☐ 2. Monitor weather.
- ☐ 3. Perform a hurricane vulnerability analysis of the threatening storm emergency and revise as situation warrants.
- ☐ 4. Establish schedule, disseminate situation reports.
- ☐ 5. Begin and maintain a log of events and actions.

- ☐ 6. Briefs for Village Manager and Department/Division heads.
- ☐ 7. Establish liaison with appropriate governmental and nongovernmental emergency related officials, agencies, organizations.
- ☐ 8. Disseminate hurricane preparedness information via broadcast and print media.
- ☐ 9. Village Manager: issue public information statements as applicable.
- ☐ 10. Activate public information phone center/system, including TDD.
- ☐ 11. Preposition heavy equipment and operators with radios.
- ☐ 12. Establish and stage "Rapid Impact Assessment Teams" (initial damage assessment).
- ☐ 13. Solid Waste: street clean-up.
- ☐ 14. Village property cleanup.
- ☐ 15. Pre-impact aerial photography (decision = \$\$).
- ☐ 16. Photo + video Village properties; aerial contractor.
- ☐ 17. Notify vendors: food, water, ice, equipment, supplies.
- ☐ 18. Notify debris management contractor.
- ☐ 19. Locate area proximate to EOC Command Room for procurement operations.
- ☐ 20. Discuss, determine "emergency powers" succession.
- ☐ 21. Setup radio pools or lease.
- ☐ 22. Notify cell phone providers for possible need of additional cellular phones.
- ☐ 23. Pre position RACES operators.
- ☐ 24. Secure Village vehicles (parking garages at warning).
- ☐ 25. Prepare, secure Village offices and facilities.
- ☐ 26. Backup Village computers (statement from computers).
- ☐ 27. Check contact numbers to County and State Warning Point.
- ☐ 28. Employee Assistance and Deployment.
- ☐ 29. Top off fuel Village-wide.
- ☐ 30. Village vehicles and equipment are serviced and ready.

- ☐ 31. Secure Village Parks; ID parks for FEMA Operations, PODs, or LZs.
- ☐ 32. Setup PIO core group-Fire + PD-message out info for employees.
- ☐ 33. Set up Fire report codes (ex 98 +980) storm related.
- ☐ 34. All Departments/Divisions: review CEMP.
- ☐ 35. All Departments/Divisions review COOP.
- ☐ 36. All Departments/Divisions to review Hurricane Plan + procedures 72 hours prior to landfall (minimum).
 - Review essential and non essential personnel assignments.
 - Notify Employees.
 - Ensure readiness of department resources, equipment, supplies, personnel as per CEMP responsibilities.
 - Plan for pre-positioning of department resources to safe staging areas.
 - Secure equipment and facilities.
 - Procure and safely store post-storm supplies.
 - Obtain maps, drawings and other emergency work job aids.
 - Test backup generators and fuel.
 - Check communications equipment. Radios, cell phones, chargers, batteries, etc.
 - Schedule home time for employees to prepare for hurricane.
- ☐ 37. Essential employees: pack a "Hurricane Kit": sleeping Bag, shaving kit, food/snacks, drinks, medications, change of clothes, etc.
- ☐ 38. Cancel leave?
- ☐ 39. Consider canceling upcoming meetings; clear your schedule.
- ☐ 40. Prepare for utilization of primary evacuation routes. Make temporary repairs to existing road construction. Prepare to delay start of any new projects.
- ☐ 41. Consideration of ongoing special events in Village (cancel?).
- ☐ 42. Ensure EOC readiness:
 - Mobilize EOC computers.
 - Assign EOC duties.
 - Supplies to EOC.
 - EOC food orders + fire station food.
- ☐ 43. Update Hurrevac / Hurretrak / Hurricane Risk Decision Making Chart/Weather Advisory.
- ☐ 44. Begin event log.
- ☐ 45. Develop Action Plan and Timing Schedule.
- ☐ 46. Brief Crisis Action Team and Emergency Management Board.

- Issues: Potential Threat; Evacuation Potential; Evacuation Decision Timing; Special events in area.
- ☐ 47. Schedule daily briefing by Emergency Management: time and place.
- ☐ 48. Review EOC staffing and procedures.
- ☐ 49. Conduct EOC Staff refresher training for E Team input.
- ☐ 50. Prepare EOC Facility:
- Run generator and check fuel; Supplies in EOC; Equipment set-up; Food coordination; Verify operational readiness; Staff review SOPs.
- ☐ 51. Cancel any scheduled uses of EOC and Conference Rooms.
- ☐ 52. Notify EOC Building Security.
- ☐ 53. Begin Resource Tracking.
- ☐ 54. Regional Evacuation Coordination Conference Calls.
- ☐ 55. Conduct local conference call with all evacuation support agencies.
- ☐ 56. Preliminary draft of Emergency Declaration, Evacuation Order, Price Gouging Order.
- ☐ 57. Press Release and Media Briefings.
- Issues: Preparedness, safe harbor, family emergency plan.
- ☐ 58. Compile / Distribute Situation Report (how often? Insert times) and Incident Action Plan (how often? Insert times).
- Issues: notify all essential personnel, inventory resources, fuel vehicles, protect facilities and equipment, emergency purchases, recall off duty personnel.
- ☐ 59. Test communications equipment. (which ones? List:)
- ☐ 60. Update Internet Website: Activation Page.
- ☐ 61. Allow Staff time-off to Prepare Home and Family.
- ☐ 62. Re-evaluate threat and situation.

C. WATCH: 36 TO 72 HOURS.

- ☐ 1. Continue or complete any of the above tasks, activities as needed.
- ☐ 2. All Departments/Divisions:

- Activate Department Storm plans, SOPs.
 - Initiate and maintain storm emergency logs.
 - Document storm related costs: overtime, purchases, supplies expended.
 - Ensure computer data is backed-up and safely stored.
 - Provide for the security and protection of records and equipment.
 - Unplug all electric equipment not being used for storm response.
 - Secure facilities and non-emergency equipment.
 - Activate roll-down shutters; install shutters.
 - Inspect roof drains to ensure they are clear of debris.
 - Clean up outside areas. Secure or store outside furniture, objects.
 - Move equipment, files, valuable materials from ground floor/flood prone areas; cover/secure with visquine, plastic bags.
 - If possible, rotate staffing to permit employees time to secure their homes and make arrangements for the safety of their families.
 - Complete required routine assignments as quickly as possible; prepare for post storm assignments as per CEMP and COOP.
 - Recall off-duty personnel.
 - Place personnel on stand-by.
 - As appropriate, cancel all days off and pending leaves; prepare duty rosters.
 - Consider canceling upcoming meetings.
 - Conduct employee identification card check; renew as needed.
 - As appropriate, top off fuel tanks and service all vehicles, portable and emergency generators, pumps, compressors and ventilators. Store extra fuel. Test backup generators.
 - Insure vehicles and equipment are serviced and ready.
 - Check all communication systems; bring to maximum effectiveness; ensure employee familiarization.
 - Issue protective gear to emergency personnel.
 - Essential employees pack a "Hurricane Kit": sleeping bag, change of clothes, nonperishable foods/snacks, drinks/bottled water, toiletries, prescription medicines, extra eyeglasses, flashlight, portable radio/batteries, etc.
 - Complete other "watch" tasks as per your Department Storm Plan.
 - Respond to requests from Emergency Manager/EOC.
- ☐ 3. Correct any deficiencies found in Village facilities, vehicles, equipment utilized for emergency activities.
- ☐ 4. Fuel essential vehicles.
- ☐ 5. Additional phones? Acquire.
- ☐ 6. Begin recording personnel time and equipment costs (all Departments/Divisions).
- ☐ 7. Designate areas for essential personnel, equipment, response units.
- ☐ 8. Arrange for parking, feeding, sleeping, transportation for EOC workers.
- ☐ 9. Inventory resources.
- ☐ 10. Restrict entrance to EOC to essential personnel only.
- ☐ 11. Rumor Control Hot Line activated.

- ☐ 12. Issue public information “watch” statements.
 - Advise citizens to secure their property for severe weather.
 - Encourage citizens to acquire: food, water, ice.
 - Advise businesses to secure their property for severe weather.
 - Advise local grocers of potential threat.
 - Advise construction companies to secure all construction sites of materials or equipment against displacement by wind forces and to remove or secure portable toilets at job sites.
 - Advise motel/hotel business of potential threat (encourage them to notify their residents).
- ☐ 13. Monitor traffic conditions.
- ☐ 14. Implement emergency traffic control plan.
- ☐ 15. Emergency worker shelters at ready? Coordinate with Village Manager’s Office.
- ☐ 16. Briefings for Dept/Div heads (who brief their employees).
- ☐ 17. Advise critical facility operators to initiate preparedness activities according to their respective response plans.
- ☐ 18. Generators, fuel, spare parts at critical facilities.

D. WARNING: 48 TO 36 HOURS.

- ☐ 1. Continue or complete any of the above tasks, activities as needed.
- ☐ 2. Close or limit general government services.
- ☐ 3. Close or limit businesses.
- ☐ 4. Determine time to announce closure of:
 - Public schools.
 - Private schools.
 - Village offices.
 - Private businesses.
- ☐ 5. Advise cancellation of public social events.
- ☐ 6. Issue public information statements, as necessary.
- ☐ 7. Relocate essential emergency equipment and vehicles to predetermined locations.
- ☐ 8. Release Village employees to complete personal preparations.
- ☐ 9. Evaluate traffic situations; correct deficiencies.
- ☐ 10. Activate traffic control plan (coordinate with County).

- Staff traffic control points.
 - Notify tow truck businesses of potential emergency and pre-determined wrecker locations.
- ☐ 11. Advise recommended evacuation of the following residents:
- People with special needs.
 - People without transportation.
 - Tourists
 - Live aboard boaters.
- ☐ 12. Coordinate emergency transportation requirements (vehicles, drivers, verification of people with special needs).
- ☐ 13. Activate emergency transportation plan (coordinate with County).
- ☐ 14. Advise utilities, critical facilities to initiate response plans for protecting equipment and facilities.
- ☐ 15. Coordinate State of Local Emergency with County.
- ☐ 16. Activate emergency worker family shelter(s)
- ☐ 17. Activate the following, if not already operational:
- Phone bank.
 - Emergency alert system.
 - Weather channel.
- ☐ 18. Confirm the following response activities are ready:
- General shelters.
 - Special needs shelters.
 - Emergency transportation resources.
 - Traffic control.
 - Emergency worker family shelters.

E. WARNING: 36 TO 24 HOURS.

- ☐ 1. Continue or complete any of the above tasks, activities as needed.
- ☐ 2. Issue public information statements, as necessary.
- ☐ 3. Monitor media statements; correct incorrect or misleading information.
- ☐ 4. Issue evacuation, sheltering orders.
- ☐ 5. Alert employees assigned to emergency duties.
- ☐ 6. Verify operational readiness.
- ☐ 7. Conference calls with County and satellite cities/EOCs.

- ☐ 8. Make all liaison phone calls.
- ☐ 9. Consider cancellation of vacations, etc. as required.
- ☐ 10. Track resources.
- ☐ 11. Prepare Village facilities.
- ☐ 12. Fuel vehicles.
- ☐ 13. Equipment set up.
- ☐ 14. Food coordination.
- ☐ 15. Test all communications equipment.
- ☐ 16. Resource needs.
- ☐ 17. Status of critical facilities.
- ☐ 18. Prepare preliminary draft of "State of Local Emergency" Declaration.
- ☐ 19. Activate EOC (Partial Activation as required).
- ☐ 20. Plan for EOC, Departmental 24-hour staffing.
- ☐ 21. Monitor public shelter conditions: coordinate with County.
- ☐ 22. Observe traffic situations; correct deficiencies.

F. WARNING: 24 TO 12 HOURS.

- ☐ 1. Continue or complete any of the above tasks, activities as needed.
- ☐ 2. Monitor storm; Coordinate with County to assess threat
- ☐ 3. Full activation of EOC; begin 12 hour shifts.
- ☐ 4. Ensure Food arrival at EOC
- ☐ 5. Implement Refuge of Last Resort Plan upon Governor Direction (County)
- ☐ 6. Cease response activities (judgment call)
- ☐ 7. Brief Executive Policy Group: Issues: Shelters status; Refuge of Last Resort Implementation; Evacuation Status; Time to cancel evacuation; Resource needed; Municipal status; Healthcare facility status; Potential Curfews
- ☐ 8. EOC Briefing - full activation: Issues: Mutual Aid needs, preparation for arrival; Resource Tracking; Evacuation Status; Shelter status; Refuge of last resort status; 24 hour staffing; Cease response activities

- ☐ 9. Prepare EOC for Storm; Exterior doors, vehicles, generator
- ☐ 10. Conference Call with Divisional EOC representative: Issues: Status of Evacuation; Resource Needs; Shelter status; Traffic status.
- ☐ 11. Develop Incident Action Plan and Timing Schedule.
- ☐ 12. Media Press Release / Media Briefing.
- ☐ 13. Release EAS Message.
- ☐ 14. Close Village buildings.
- ☐ 15. Stage Village vehicles.
- ☐ 17. Regional Evacuation Coordination.
- ☐ 18. Request staffing for building maintenance, phone support, and janitorial.
- ☐ 19. Re-evaluate Threat.
- ☐ 20. Update webpage.
- ☐ 21. Continue Displays, SitReps, Press Releases, Website.
- ☐ 22. Be aware always of what the County is doing and be prepared to support like activities ...i.e. Evacuations, bridge lock downs, airports, public safety facilities.
- ☐ 23. Begin planning for post-storm planning activities; conduct initial planning meeting; develop incident action plan:
 - Search and rescue.
 - Emergency medical care.
 - Care of dead.
 - Security check points.
 - Return of evacuees.
 - Emergency ordinances.
 - Preliminary damage assessment.
 - Recovery center(s).
 - Points of distribution; locations?
 - Staging areas; locations?
 - Procurement of supplies.
 - Public health monitoring.
 - Crisis counseling.
 - Assessment of community needs.
 - Emergency relief assistance.
 - Restoration of critical lifelines.
 - Volunteers.
 - Donated goods.
 - Removal of debris.

- Emergency worker stations.
- Building moratoria.
- Recovery Task Force.
- Joint Field Office (fed/state/County).
- Federal public assistance.
- Federal individual assistance; disaster assistance centers.

- ☐ 24. At the onset of sustained winds of 40 mph or greater.
- ☐ 25. Issue public information statements announcing cessation of evacuation.
- ☐ 26. Cease: traffic control; emergency transportation; other?
- ☐ 27. Relocate all emergency personnel to shelter.

G. LANDFALL: 0 TO 24 HOURS.

- ☐ 1. Continue or complete any of the above tasks, activities as needed.
- ☐ 2. Establish, maintain communications with:
 - Emergency public shelters.
 - Special needs shelters.
 - Emergency worker family shelters.
 - Emergency transportation providers.
 - Hospitals.
 - Utilities.
 - Fire.
 - Police.
 - Public works.
 - EMS.
 - Animal emergency care.
- ☐ 3. Enact emergency resolutions, ordinances, suspensions of admin rules/procedures.
- ☐ 4. Brief Executive Policy Group: Damage assessment; Re-entry; Re-building Permits; Post Disaster Redevelopment, Curfews.
- ☐ 5. Assess public information and media capabilities.
- ☐ 6. Provide press releases and interviews.
- ☐ 7. Determine and prioritize emergency requirements; Establish Action Plan for next 24 hour period.
- ☐ 8. Request relief assistance; determine: food, water, ice.
- ☐ 9. Provide SitReps.
- ☐ 10. Activate emergency purchase order system.
- ☐ 11. Brief EOC on Response and Recovery Action Planning.

- ☐ 12. Plan Post-storm Response Issues:
 - Mutual Aid Request for Search and Rescue.
 - DMAT, DMORT.
 - Reentry.
 - Refuel vehicles.
 - Vehicle maintenance.
 - Generators, fuel, spare parts.
 - Security issues.
 - Communications.
- ☐ 13. Plan Post-storm Recovery Issues:
 - Damage Assessment Team.
 - RIAT procedures.
 - Infrastructure assessment.
 - Distribution sites.
 - Comfort stations.
 - Debris removal.
 - Mutual aid workers/housing.
 - Mass Care: medical, food, water, ice, shelter, hygiene products, crisis counseling.
 - Pets, animals.
 - Temporary housing.
 - Donations - designated only.
 - Building moratoriums.
 - Building permits.
 - Extended morgue services.
- ☐ 14. Identify and access locally available vendors and services.
- ☐ 15. Review Resource and Financial Tracking requirements.
- ☐ 16. Pre-identify potential staging areas for incoming mutual aid resources and position signs to direct delivery vehicles.
- ☐ 17. Maintain Status Updates.
- ☐ 18. Update Status Boards.
- ☐ 19. Brief Executive Policy Group:
 - Response Issues: Mutual Aid Assistance; Emergency Service capabilities; Search and Rescue; Emergency Debris Removal.
 - Recovery Issues: Impact Assessment of Infrastructure, Critical Facilities; Damage Assessment; RIAT; Distribution Sites; Comfort Stations; Health Issues.
- ☐ 20. Establish Incident Action Plan for next 24 hour period.
- ☐ 21. Conduct municipal conference call on response and recovery status, resource needs, etc.

- ☐ 22. Assess mass care needs for: medical, food (fixed and mobile), water, ice, shelter, hygiene products, crises counseling, etc.
- ☐ 23. RIAT staff assignments and impact assessment by EOC.
- ☐ 24. Hosting RIAT: appoint Village personnel as guides; arrange for transportation; provide maps of areas to be surveyed, provide lat/long locations of landing zones.
- ☐ 25. Assess status of infrastructure and need for assistance: Communications; Transportation; Healthcare; Power; Water/Sewer.
- ☐ 26. Assess status of critical facilities and need for assistance.
- ☐ 27. Assess public information and media capabilities. Consider request for mobile radio transmitter, flyer distribution through mobile feeding stations, information bulletins and staging area, distribution sites, recovery center, comfort stations, community relations teams.
- ☐ 28. Provide Press release and interviews, Issues: Shelters open, comfort stations locations, medical assistance available, call 911 for emergencies only.
- ☐ 29. Emergency debris removal - mutual aid assistance needs, emergency contracts.
- ☐ 30. Determine needs for mutual aid: search/rescue; law enforcement; fire/rescue; public works, public health; EMS; emergency management; volunteers; donations (requests to County/state).
- ☐ 31. Limit air space to all but emergency traffic.
- ☐ 32. Traffic control and security checkpoints - mutual aid assistance needs.
- ☐ 33. Emergency curfew declaration.
- ☐ 34. Ensure resource tracking.
- ☐ 35. Assess need for staging area, distribution sites, recovery centers, comfort stations and coordinate: location, staffing, resources, security, public information, volunteers, etc.
- ☐ 36. Evaluate 24 hour staffing of EOC and RRT assistance needs.
- ☐ 37. Coordinate Re-entry: issuance of passes to residences; access to business owners; ongoing security; barrier islands; press release; transportation options.
- ☐ 38. Identify housing and feeding for incoming emergency workers.
- ☐ 39. Relief of workers.
- ☐ 40. Shelter status update, long term housing needs.
- ☐ 41. Evaluate time to restore essential services: power, water, sewer.
- ☐ 42. Health Issues: Vaccinations; Disposal of Large Animals; Test restaurant food; Disposal of spoiled food; Potable water testing.

H. POST LANDFALL: 24 TO 96 HOURS.

- ☐ 1. Continue or complete any of the above tasks, activities as needed.
- ☐ 2. Brief Executive Policy Group:
 - Response Issues: Mutual Aid Assistance; Emergency Service capabilities Search and Rescue; Emergency Debris Removal; Mass Care Needs
 - Recovery Issues: Impact Assessment of Infrastructure; Assessment of Critical Facilities; Damage Assessment; Distribution Sites; Comfort Stations; Emergency building permits;
- ☐ 3. Appointment of local official to serve as applicant's agent.
- ☐ 4. Establish Incident Action Plan for next 24 hour period.
- ☐ 5. Issue public information announcements.
- ☐ 6. Activate, maintain recovery information hotline.
- ☐ 7. Identify location and resource needs for Recovery Center, comfort stations, distribution sites, and staging areas.
- ☐ 8. Identify location, resource and staffing needs for volunteer and donation collection site.
- ☐ 9. Coordinate with State location of Disaster Recovery Center, and DFO.
- ☐ 10. Distribute FEMA assistance information to employees and citizens.
- ☐ 11. Coordinate debris removal requirements and contracts, collection sites, transfer stations, method of disposal, hazmat, waterways, etc.
- ☐ 12. Evaluate time to restore essential services: power, water, sewer.
- ☐ 13. Building Inspections: mutual aid need.
- ☐ 14. Infrastructure Inspections: Roads, bridges, posts.
- ☐ 15. Relief of field and EOC workers.
- ☐ 16. Recovery resource needs: refrigeration trucks, vehicle maintenance (tires, etc.), generators, etc.
- ☐ 17. Continue damage assessment.
- ☐ 18. Assess mass care needs and ensure needs are met: medical, food, water, ice, shelter, hygiene products, crises counseling, etc.
- ☐ 19. Assess status of state and federal disaster assistance: individual assistance, SBA assistance, public assistance, emergency payments, etc.
- ☐ 20. Activate Recovery Task Force:

- Appoint Village disaster recovery coordinator.
- Appoint Village economic recovery coordinator.
- Appoint hazard mitigation coordinator.
- Review damage reports; identify mitigation opportunities.
- Determine recovery functions needed.
- Recommend emergency resolutions, ordinances.
- Recommend changes to land development regulations.
- Determine policies to guide community recovery.
- Determine unmet needs.
- Formulate committees to complete specific tasks.

- ☐ 21. Begin FEMA public assistance program.